

City Manager's General Fund
Structural Deficit Task Force
INITIAL STRATEGIES LIST

Service Delivery Model Changes

B.1. Contracting Out		
CSA	STRATEGY	ANALYSIS STRATEGY
SS	Contracting Out Services	Identify subsets and analyze on that basis. In addition to custodial services, consider other program areas (e.g., traffic signals, streetlights, customer billing, medians, park maintenance). Get information from City departments
SS	Contracting In Services	Benchmark with other cities
NS	Public/Private Partnerships in Parks Maintenance	Fold in results from this separate task force
NS	Public/Private Partnerships in Recreational Activities	Fold in results from this separate task force
SS	Partner with County and Other Jurisdictions to Reduce Duplication	Review options for park maintenance
B.2. Civilianization		
CSA	STRATEGY	ANALYSIS STRATEGY
PS	Civilianization in Police (e.g. Community Services Officers, Backgrounds, Recruiting, etc.)	Compare against trends in the field, use Benchmark comparisons
PS	Civilianization in Fire (e.g. Special Ops Training oversight, Company Stores, etc.)	Compare against trends in the field, use Benchmark comparisons

City Manager's General Fund
Structural Deficit Task Force
INITIAL STRATEGIES LIST

Service Delivery Model Changes

B.3. City Organizational Changes		
CSA	STRATEGY	ANALYSIS STRATEGY
CED	More Integration of RDA and City	Benchmarking with other RDAs
CED	Increased % of RDA Funds for Economic Development	Benchmarking with other RDAs
SS	Increase Use of Volunteers	Do some analysis of best practice case studies
SS	Management Staffing	Evaluate span of control and one to one reporting relationships.
PS	Evaluate Constant (Minimum) Staffing	Compare against staffing models in peer and best practice jurisdictions
PS	Modified Public Safety System	Examine incremental movement to such a system based on experience in Sunnyvale and other consolidated programs
NS	Consolidation of Staff at Community Centers	Review with departments
SS	Elimination of Binding Interest Arbitration	Compare current system to that utilized in other jurisdictions.
SS	Departmental Consolidation	Benchmark against other cities
PS	Implement First Responder Agreements for Fire	Under this strategy calls closer to stations operated by another would be handled by the closest station. Examine CSJ relative to system in place in San Mateo County and Clark County NV

City Manager's General Fund
Structural Deficit Task Force
INITIAL STRATEGIES LIST

Service Delivery Model Changes

B.4. Service Consolidation / Business Development		
CSA	STRATEGY	ANALYSIS STRATEGY
PS	Special Police / Fire Services Consolidation	Review potential with department
NS	Regional Parks Agreements with Other Agencies	Best practices analysis
SS	City & County Service Consolidation	Best practices analysis
PS	Consolidate Dispatch	Evaluate CSJ system against best practice case studies in this area.
B.5. Process Streamlining / Automation to Reduce Labor Costs		
CSA	STRATEGY	ANALYSIS STRATEGY
SS	More Self-Service Models	IT best practices research
SS	Electronic Citation Software	IT best practices research; quantify staff savings
SS	Internet Utilization	IT best practices research
SS	Automate City Forms and Processes on the Intranet	IT best practices research

City Manager's General Fund
Structural Deficit Task Force
INITIAL STRATEGIES LIST

Service Delivery Model Changes

B.6. Asset Management		
CSA	STRATEGY	ANALYSIS STRATEGY
SS	Maximize Use of Enterprise Model	Potential with recreation, development review, CIP, IT, fleet
NS	Close & Sell Golf Courses that are Not Profitable	Get background information.
SS	Sell Excess Property and Other Assets	Examine best practice case studies and identify information within CSJ on potential
EUS	Spin Off Water Utility	Get prior work.
SS	Charging Market Rate Rent on City-Owned Properties	Obtain list of City subsidies and compare against budget priorities